



DEPARTMENT OF THE ARMY  
U.S. Army Corps of Engineers  
WASHINGTON, D.C. 20314-1000

REPLY TO  
ATTENTION OF:

CERM-ZA


27 FEB 1998

MEMORANDUM FOR COMMANDERS/DIRECTORS, USACE COMMANDS, AND  
HQUSACE STAFF PRINCIPALS

SUBJECT: Consolidation of HQUSACE Resource Management

1. We completed Phase I of the HQUSACE Resource Management Consolidation on 23 November 1997 and substantively achieved my goal to establish a full-service Deputy Chief of Staff, Resource Management (DCSRM) for the Headquarters that performs functions consistent with current Army doctrine on Resource Management. RM functions that were fragmented throughout the Headquarters are now combined in my DCSR organization, ready to support corporate decision-making and to provide a corporate CFO perspective for all of USACE managed programs. Resource decisions and policy were previously made in at least six separate functional directorates, often without command visibility. I now have a DCSR organization entrusted to effectively integrate all facets of USACE operations regarding resources.
2. This consolidation is a dramatic change to our culture and business processes, but is essential to enhance the effectiveness of USACE decision-making in support of our customers through a corporate CFO perspective. At least within this Headquarters, we have broken many of the paradigms that constrained our efforts to move toward the future and implement our CORPS PLUS strategy. This reorganization achieves horizontal integration and enhanced communication that will yield great benefits to Congress, HQDA, MSC Commanders, USACE customers, and the USACE staff. A chart that summarizes the functions that we consolidated into my DCSR organization is enclosed.
3. I expect each of you to examine your own organizations with the intent of achieving similar objectives. Your Chief Financial Officer responsibilities can not be fragmented if they are to be successfully maintained. Our customers deserve our best business practices and we must not let inertia or resistance to change deter us from serving our customers well. I encourage each of you to streamline your organizations for efficiency and to align for success.

Encl

  
JOE N. BALLARD  
Lieutenant General, USA  
Commanding

## HOUSACE BUSINESS PROCESSES CONSOLIDATED INTO CERM

FUNCTIONS CONSOLIDATED INTO CERM	<u>CW</u>	<u>MP</u>	<u>RE</u>	<u>IM</u>	<u>ESSC</u>
Develop and Provide Budget Policy & Guidance throughout the Command	X	X	X	X	
Coordinate & Direct Development of Budgets for the Command	X	X	X	X	
Serve as the Appropriations Director for GE & O&M,A Funding	X				
Manage Prior Year Funds		X			
Coordinate Development of Reports & Track Obligation & Expenditure Plans	X	X	X	X	
Receive & Issue all Funding Authorization Documents for the Command		X	X		
Analyze & Report on Command-Wide Budget Execution	X	X	X	X	
Oversee Fiscal Integrity of the Inland Waterways Trust Fund and the Harbor Maintenance Trust Fund	X				
Manage Capital Investment Programs for the Command including PRIP	X				
Responsible for Budget Policy, Billing Procedures & Rate Structure for Corporate Information Support Systems				X	
Provide Command-Wide Cost Studies & Independent Review of Economic Analysis		X			
Manage and Analyze Financial Execution Performance of Supervision & Administration (S&A)		X			
Manage all Command Manpower Models – FORCON, CERAMMS, etc.	X	X	X		
Manage all Manpower Utilization Reporting for the Command		X	X		
Provide Organization and Functions Studies & Analysis					X
Provide Management and Process Studies		X			X
Develop Organizational Concept Plans					X
Responsible for Monitoring the CG's Strategic Vision					X
Responsible for Command-Wide Strategic Planning					X